

6 January 1978

MEMORANDUM FOR THE RECORD

SUBJECT: Telephone Conversation with John DeButts, President of
AT&T and President of the Business Council of the
United States

1. Mr. DeButts called me this date. He asked me if I would be their dinner speaker at the meeting of the Council in Washington on 15 February. I accepted. I proposed to him two topics:

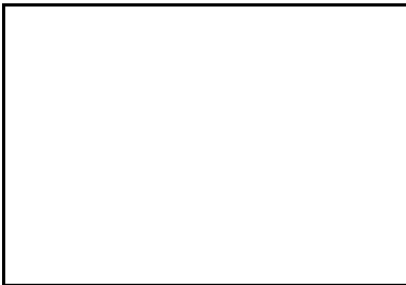
a. The international economic situation;

b. What we are doing in the intelligence world, and particularly how it affects international business, e.g., publishing more unclassified material; assisting with terrorism.

2. He preferred the second approach and suggested that I might also talk about how the business community could be of assistance to me.

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St STANSFIELD TURNER
Director

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OBJECTIVES - 1978

DDO

1. Complete personnel reduction quickly as possible;
painlessly as possible
2. Realign overseas strength
3. Establish a personnel program
4. Develop and promulgate a mission concept -- readjust OD's
5. Review recruitment and training programs

NITC

- 1.

HOW TO SERVE BETTER - GOALS FOR 1978

I Style

"Conduit" to Congress -- develop

Unclass publication -- press

Distribution system

Especially business community

II Issues

Horn

Rhodesia

Oil production and pricing

Mid East peace

III Objectives

Better collection strategies integrating all sources

Better dissemination of collected info

Better budget trade-off analyses for competing collection systems

More dissemination to public

Improved security procedures

Industrial

Executive Branch

Congress

Improved public image

Good charters with Congress

Better coordination of analytic effort

More responsive to PRC priorities

Better utilization of total community assets

Development of long-range collection strategy

POSSIBLE STUDIES

Warsaw Pact ability to sustain conflict?

Production capacity

Does it match force levels?

Resource availability

Are there areas of weakness?

Will satellites be an asset or a drain?

Are we endorsing W.P. military forces with greater capabilities than they possess?

Can we compare training -- doctrine and amount -- with our own?

Either we're off or they are unprepared?

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Current initiatives -- in need of intelligence projections?

Human rights policy

Non-proliferation policy

US-Soviet relations in Mid East

Hands off policy -- Somalia

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Pressure on Rhodesia for devolution

Pressure on Namibia for devolution

NATO 3% military increase

Likely take place?

Likely be adequate?

Pressure to keep oil prices down

Postponement of establishing relations with PRC

SECOND ORDER TROUBLE SPOTS

Patagonia -- Beagle Channel Is.

Peru -- Chile

Phil. insurrection

Belize

MISCELLANEOUS

California trip

Monday night?

Dinner

Overnight

MISCELLANEOUS

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Telephone book, organizational diagram

Paper on foreign briefings/access

Response to McCone

Response to Head hunter -- West Coast

QUESTIONS

1. How do we educate DDO/State/DAO collectors?

Background pamphlets on fundamentals

Economics

Nuclear proliferation

2. Primers

Nuclear cycle

Satellite operations

Lasers

Measures of strategic balance -- extant

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ASSIGNMENTS FOR

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I ComSec

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II Human penetrations

What is history of known penetrations since WW II?

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III Validity and value of hard target penetrations

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IV Compromises

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Tradecraft

V Security procedures

Classification system

Controls

VI Review of CIA recruitment and training

Dr. BOWIE



PRM process -- how better insert intell. estimates
What ZB really mean by "political intelligence" --
just desire for raw data to shape as he sees fit?

ARGUMENT FOR BETTER DDO PERSONNEL POLICY

If count only on normal input and attrition may have "bunching" wherein some particular age group comes to dominate the several more senior ranks. Results:

- 1) Stagnation, discouragement and loss to organization of brighter people just below;
- 2) Inadequate numbers and well-trained replacements when age takes its toll.

In most other occupations can make up for this by lateral entries. Not so with DDO. Have not needed to worry over this problem since only 30 years old. Today, if don't organize a personnel management system, we may be in serious trouble in years ahead. System characteristics:

- 1) Regular flow through with forced attrition making up any difference between normal and required attrition;
- 2) Publicized and understood rules under which system will operate.

Forced attrition has advantages of:

- 1) Creating a competitive and elite organization;
- 2) Providing regularized means for off-loading poor performers and individuals of questionable reliability.

DDO personnel are not as difficult to place in the job market as is contended. They must be super salesmen. They come from an organization with a reputation for quality performance. They have a lot going for them.

DDO MISSION

Penetrate the hard targets:

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International political intentions

Military intentions

Military developments

International economic intentions

Domestic political/economic developments

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Penetrate international terrorist groups

Penetrate international narcotics operations

Emphasis on complementarity

Open collection

Technical systems

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